



Local Councils' Association

**Business Plan
for the
Period
2024 - 2028**

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Overview and Summary

Dan il-pjan finanzjarju huwa bbażat fuq perjodu ta' bejn is-sena 2024 u s-sena 2028. Id-dħul inżamm wieħed kostanti bbażat fuq l-Estimi Finanzjarji għas-Sena 2024 filwaqt li n-nefqa żdiedet matul is-snin biex tirrifletti r-rata ta' inflazzjoni.

Sa sena 2028, l-Assoċjazzjoni qed tipprevista surplus ta' EUR 29,537 sakemm ma jiġux implimentati nefqiet oltre minn dak previst kif ukoll proġetti kapitali oħrajn.



Mario Fava
President



Lianne Cassar
Executive Secretary

Statement of Income and Expenditure

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Income						
Funds received from Central Government (1)	590,000	590,000	590,000	590,000	590,000	2,950,000
Income raised from Bye-Laws (2)	-	-	-	-	-	-
Income raised from LES (3)	275,000	275,000	275,000	275,000	275,000	1,375,000
Investment Income (4)	28,000	15,000	15,000	15,000	15,000	88,000
Other Income (5)	67,000	67,000	67,000	67,000	67,000	335,000
TOTAL	960,000	947,000	947,000	947,000	947,000	4,748,000
Expenditure						
Personal Emoluments (6)	280,455	286,064	291,785	297,621	303,574	1,459,499
Operations and Maintenance (7)	355,000	336,100	322,222	308,366	309,534	1,631,222
Administration (8)	276,500	282,030	287,671	293,424	299,292	1,438,917
Finance Cost (9)	-	-	-	-	-	-
Other Expenditure (10)	40,390	40,390	40,390	38,140	29,515	188,825
TOTAL	952,345	944,584	942,068	937,552	941,915	4,718,463
Surplus / Deficit	7,655	2,416	4,932	9,448	5,085	29,537

Statement of Financial Position

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Jan-Dec 2027	BUDGET Jan-Dec 2028	BUDGET Period 2024-2028
	€	€	€	€	€	€
Non-current Assets						
Property, Plant and Equipment (16)	950,026	1,039,636	1,029,246	1,021,106	1,021,591	5,061,605
Current Assets						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	80,000	80,000	80,000	80,000	80,000	400,000
Cash and Cash Equivalents (13)	2,642,049	2,154,855	1,770,177	1,387,766	992,366	8,947,212
Total Current Assets	2,722,049	2,234,855	1,850,177	1,467,766	1,072,366	9,347,212
Current Liabilities (14)						
Payables	1,951,643	1,503,643	1,114,643	721,644	331,644	5,623,217
Total Current Liabilities	1,951,643	1,503,643	1,114,643	721,644	331,644	5,623,217
Net Current Assets	770,406	731,212	735,534	746,122	740,722	3,723,995
Non-current liabilities (15)	35,000	83,000	72,000	65,000	55,000	310,000
Net Assets	1,685,432	1,687,848	1,692,780	1,702,228	1,707,313	8,475,600
Reserves						
Retained Funds	1,685,432	1,687,848	1,692,780	1,702,228	1,707,313	8,475,600

Financial Situation Indicator

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Jan-Dec 2027	BUDGET Jan-Dec 2028	BUDGET Period 2024-2028
	€	€	€	€	€	€
Current Assets	2,722,049	2,234,855	1,850,177	1,467,766	1,072,366	9,347,212
Current Liabilities	1,951,643	1,503,643	1,114,643	721,644	331,644	5,623,217
Working Capital	770,406	731,212	735,534	746,122	740,722	3,723,995
Government Allocation	490,000	490,000	490,000	490,000	490,000	2,450,000
FSI	157 %	149 %	150 %	152 %	151 %	152 %

Cash Budget

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Cash Inflows						
Government cash inflows	590,000	590,000	590,000	590,000	590,000	2,950,000
Cash flows from Bye-Laws & L.N fees						-
Local Enforcement cash flows	275,000	275,000	275,000	275,000	275,000	1,375,000
Finance cash flows						
Loan Proceeds						-
Investment income	28,000	15,000	15,000	15,000	15,000	88,000
	28,000	15,000	15,000	15,000	15,000	88,000
Capital cash flow						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	67,000	67,000	67,000	67,000	67,000	335,000
TOTAL Inflows	960,000	947,000	947,000	947,000	947,000	4,748,000
Cash Outflows						
Personal Emoluments	280,455	286,064	291,785	297,621	303,574	1,459,499
Operations & Maintenance	355,000	336,100	322,222	308,366	309,534	1,631,222
Administration	276,500	282,030	287,671	293,424	299,292	1,438,917
Finance						-
Capital						
Acquisition of property						-
Construction	600,000	100,000				700,000
Improvements	45,000					45,000
Special programmes						-
Office/Computer Equipment/Furniture	65,000	30,000	30,000	30,000	30,000	185,000
	710,000	130,000	30,000	30,000	30,000	930,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
Outflows to Regional Councils/LESA distribu	400,000	400,000	400,000	400,000	400,000	2,000,000
	400,000	400,000	400,000	400,000	400,000	2,000,000
TOTAL Outflows	2,021,955	1,434,194	1,331,678	1,329,411	1,342,400	7,459,638
SURPLUS / (DEFICIT)	(1,061,955)	(487,194)	(384,678)	(382,411)	(395,400)	(2,711,638)
Brought forward (Bank /Cash Bal.)	3,704,004	2,642,049	2,154,855	1,770,177	1,387,766	3,704,004
Carry forward	2,642,049	2,154,855	1,770,177	1,387,766	992,366	992,366

Detailed Estimates of Income

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
Income						
1 Funds received form Central Government:						
0001 In terms of section 55 CAP 363	490,000	490,000	490,000	490,000	490,000	2,450,000
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019 Other Income	100,000	100,000	100,000	100,000	100,000	500,000
	590,000	590,000	590,000	590,000	590,000	2,950,000
2 Bye-Laws & Legal Fees						
0021-0025 Community Services	-					-
0026-0035 Income from Permits	-					-
	-	-	-	-	-	-
3 Local Enforcement Income						
0037 Commission from Regional Committees	275,000	275,000	275,000	275,000	275,000	1,375,000
0038-0055 Contraventions	-	-	-	-	-	-
	275,000	275,000	275,000	275,000	275,000	1,375,000
4 Investment Income						
0091-0095 Bank interest	28,000	15,000	15,000	15,000	15,000	88,000
0096-0099 Income received from Government Securities	-	-	-	-	-	-
	28,000	15,000	15,000	15,000	15,000	88,000
5 General Income						
0056-0065 Sponsorships						-
0066-0069 Documents & Information						-
0070-0075 EU Funds						-
0076-0080 Twinning						-
0081-0089 Insurance Claims						-
0100-0109 Donations	-	-	-	-	-	-
0110-0119 Contributions	67,000	67,000	67,000	67,000	67,000	335,000
0120-0129 General Income	-					-
	67,000	67,000	67,000	67,000	67,000	335,000
Total	960,000	947,000	947,000	947,000	947,000	4,748,000

Detailed Estimates of Expenditure

DESCRIPTION

A	B	C	D	E	F (A+B+C+D+E)
BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
2024	2025	2026	2027	2028	2024-2028
€	€	€	€	€	€

6 Personal Emoluments

1100 Mayor's Allowance	23,000	23,460	23,929	24,408	24,896	119,693
1200 Employees' Salaries & Wages	187,000	190,740	194,555	198,446	202,415	973,156
1300 Bonuses	13,000	13,260	13,525	13,796	14,072	67,653
1400 Income Supplements	1,455	1,484	1,514	1,544	1,575	7,572
1500 Social Security Contributions	15,000	15,300	15,606	15,918	16,236	78,061
1600 Allowances	35,000	35,700	36,414	37,142	37,885	182,141
1700 Overtime	6,000	6,120	6,242	6,367	6,495	31,224
	280,455	286,064	291,785	297,621	303,574	1,459,499

7 Operations and Maintenance

2100-2149 Public Utilities						-
2200-2259 Public Materials & Supplies						-
2300-2399 Repairs & Upkeep						-
2400-2449 Rent						-
3010 Street Lighting						-
3020 Lease of Equipment						-
3030 Insurance	3,000	3,060	3,121	3,184	3,247	15,612
3035 Bank Charges	2,000	2,040	2,081	2,122	2,165	10,408
3038 Penalties						-
3040 Waste Disposal						-
3041 Refuse Collection	-	-	-	-	-	-
3042 Bulky Refuse Collection						-
3043 Bins on wheels						-
3045 Bring in sites						-
3051 Road & Street Cleaning						-
3052 Cleaning & Maintenance of Non-Urban Areas						-
3053 Cleaning of Public Conveniences						-
3055 Cleaning of Council Premises						-
3060 Cleaning & Maintenance of Parks & Gardens						-
3061 Cleaning & Maintenance of Soft Areas						-
3062 Cleaning & Maintenance of Beaches & CA						-
3063 Cleaning & Maintenance of Country Non-Urban						-
3064 Other Contractual Services		-	-	-	-	-
3070-3090 Consultation Fees						-
3100-3139 Contract & Project Management	-					-
3300-3379 Hospitality						-
3380-3389 Community	50,000	51,000	52,020	53,060	54,122	260,202
3600-3694 Local Enforcement Expenses						-
3700-3799 EU Projects						-
3800-3899 Twinning						-
LCA Initiatives and Events	300,000	280,000	265,000	250,000	250,000	1,345,000
	355,000	336,100	322,222	308,366	309,534	1,631,222

Detailed Estimates of Expenditure (Continued)

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2024	2025	2026	2027	2028	2024-2028
	€	€	€	€	€	€
8 Administration & Other Expenditure						
2150-2199 Office Utilities	8,000	8,160	8,323	8,490	8,659	41,632
2260-2299 Office Materials & Supplies	25,000	25,500	26,010	26,530	27,061	130,101
2450-2499 Office Rent	25,000	25,500	26,010	26,530	27,061	130,101
2500-2599 National & International Memberships	9,000	9,180	9,364	9,551	9,742	46,836
2600-2699 Office Services	15,000	15,300	15,606	15,918	16,236	78,061
2700-2799 Transport	30,000	30,600	31,212	31,836	32,473	156,121
2800-2899 Travel	35,000	35,700	36,414	37,142	37,885	182,141
2900-2999 Information Services	45,000	45,900	46,818	47,754	48,709	234,182
3050 Office Cleaning	8,000	8,160	8,323	8,490	8,659	41,632
3140-3199 Professional Services	55,000	56,100	57,222	58,366	59,534	286,222
3200-3299 Training	7,000	7,140	7,283	7,428	7,577	36,428
3345 Office Hospitality	12,500	12,750	13,005	13,265	13,530	65,051
3400-3499 Incidental Expenses	2,000	2,040	2,081	2,122	2,165	10,408
	-	-	-	-	-	-
	276,500	282,030	287,671	293,424	299,292	1,438,917
9 Finance Costs						
3036 Interest on Bank Loan						-
						-
						-
	-	-	-	-	-	-
10 Other Expenditure						
3500-3599 Loss / (Profit) on Disposal of assets						-
3695 Increase/(Decrease) in allowance for bad debts						-
8000-8099 Depreciation (charge for the year)	40,390	40,390	40,390	38,140	29,515	188,825
	40,390	40,390	40,390	38,140	29,515	188,825
Total	952,345	944,584	942,068	937,552	941,915	4,718,463

Detailed Estimates of Statement of Financial Position

DESCRIPTION		A	B	C	D	E	F (A+B+C+D+E)
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
		Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
		2024	2025	2026	2027	2028	2024-2028
		€	€	€	€	€	€
11	Inventory						
	5201-5249 Stationery						-
	5250-5299 Consumables						-
		-	-	-	-	-	-
12	Receivables						
	0201-0209 Receivables	30,000	30,000	30,000	30,000	30,000	150,000
	0210-0219 LES Receivables	-	-	-	-	-	-
	0220-0229 Receivables from EU	-	-	-	-	-	-
	0250 Prepayments & Accrued income	50,000	50,000	50,000	50,000	50,000	250,000
							-
		80,000	80,000	80,000	80,000	80,000	400,000
13	Cash & Equivalents						
	5001-5099 Bank & Cash Balances	2,642,049	2,154,855	1,770,177	1,387,766	992,366	8,947,212
		2,642,049	2,154,855	1,770,177	1,387,766	992,366	8,947,212
14	Payables						
	4000 Payables	80,000	80,000	80,000	87,001	80,000	407,001
	4100 Accruals	80,000	80,000	80,000	80,000	80,000	400,000
	4150 Deferred Income	75,000	27,000	38,000	38,000	38,000	216,000
	Short-term Borrowings						-
	Funds in transit/LES/Regions/EU Funds	1,716,643	1,316,643	916,643	516,643	133,644	4,600,216
		1,951,643	1,503,643	1,114,643	721,644	331,644	5,623,217
15	Non Current Liabilities						
	4200 Long Term Borrowings						-
	Leases_IFRS16	35,000	83,000	72,000	65,000	55,000	310,000
		35,000	83,000	72,000	65,000	55,000	310,000

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	€										Total
	Office Furniture 7.5%	Office Equipment 20%	Computer Equipment 25%	Software 25%	ANYC 0%	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	€	€
Cost											
As at 01 January 2024	380,000	90,000	50,000	15,000	43,167	100,000	37,320	-	-	-	715,487
Additions	30,000	5,000	30,000	-	-	-	-	45,000	600,000	-	710,000
Disposals	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2024	410,000	95,000	80,000	15,000	43,167	100,000	37,320	45,000	600,000	600,000	1,425,487
Grants/ other reimbursements											
As at 01 January 2024	112,377	-	-	-	-	-	-	-	-	-	112,377
Additions	-	-	-	-	-	-	-	30,000	-	-	30,000
Transfers	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2024	112,377	-	-	-	-	-	-	30,000	-	-	142,377
Accumulated Depreciation											
As at 01 January 2024	60,000	68,750	37,852	8,675	-	87,542	29,875	-	-	-	292,694
Charge for the year	14,970	10,875	3,000	2,545	-	-	-	3,000	6,000	-	40,390
Released on disposal	-	-	-	-	-	-	-	-	-	-	-
As at 31 December 2024	74,970	79,625	40,852	11,220	-	87,542	29,875	3,000	6,000	6,000	333,084
Budgeted NBV 31 Dec 2023	190,801	37,211	3,926	-	70,000	61,786	-	40,500	594,000	594,000	998,224
Budgeted NBV 31 Dec 2024	222,653	15,375	39,148	3,780	43,167	12,458	7,445	12,000	594,000	594,000	950,026

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
	€ 7.5%	€ 20%	€ 25%	€ 25%	€ 0%	€ 0%	€ 0%	€ 0%	€ 0%	€
Cost										
As at 01 January 2025	410,000	95,000	80,000	15,000	43,167	100,000	37,320	45,000	600,000	1,425,487
Additions	10,000	5,000	10,000	5,000					100,000	130,000
Disposals										-
As at 31 December 2025	420,000	100,000	90,000	20,000	43,167	100,000	37,320	45,000	700,000	1,555,487
Grants/ other reimbursements										
As at 01 January 2025	112,377	-	-	-	-	-	-	30,000	-	142,377
Additions										-
Transfers										-
As at 31 December 2025	112,377	-	-	-	-	-	-	30,000	-	142,377
Accumulated Depreciation										
As at 01 January 2025	74,970	79,625	40,852	11,220	-	87,542	29,875	3,000	6,000	333,084
Charge for the year	14,970	10,875	3,000	2,545	-	-	-	3,000	6,000	40,390
Released on disposal										-
As at 31 December 2025	89,940	90,500	43,852	13,765	-	87,542	29,875	6,000	12,000	373,474
Budgeted NBV 31 Dec 2024	222,653	15,375	39,148	3,780	43,167	12,458	7,445	12,000	594,000	950,026
Budgeted NBV 31 Dec 2025	217,683	9,500	46,148	6,235	43,167	12,458	7,445	9,000	688,000	1,039,636

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
	€	€	€	€	€	€	€	€	€	€
Cost	420,000	100,000	90,000	20,000	43,167	100,000	37,320	45,000	700,000	1,555,487
	As at 01 January 2026									
	10,000	5,000	10,000	5,000						30,000
Disposals										-
As at 31 December 2026	430,000	105,000	100,000	25,000	43,167	100,000	37,320	45,000	700,000	1,585,487
Grants/ other reimbursements	112,377	-	-	-	-	-	-	30,000	-	142,377
	As at 01 January 2026									
	112,377	-	-	-	-	-	-	30,000	-	142,377
Accumulated Depreciation	89,940	90,500	43,852	13,765	-	87,542	29,875	6,000	12,000	373,474
	As at 01 January 2026									
	14,970	10,875	3,000	2,545	-	-	-	3,000	6,000	40,390
Charge for the year										-
Released on disposal										-
As at 31 December 2026	104,910	101,375	46,852	16,310	-	87,542	29,875	9,000	18,000	413,864
Budgeted NBV 31 Dec 2025	217,683	9,500	46,148	6,235	43,167	12,458	7,445	9,000	688,000	1,039,636
	Budgeted NBV 31 Dec 2026									
	212,713	3,625	53,148	8,690	43,167	12,458	7,445	6,000	682,000	1,029,246

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
	€	€	€	€	€	€	€	€	€	€
Cost As at 01 January 2027 Additions Disposals As at 31 December 2027	430,000	105,000	100,000	25,000	43,167	100,000	37,320	45,000	700,000	1,585,487
	10,000	5,000	10,000	5,000						30,000
	440,000	110,000	110,000	30,000	43,167	100,000	37,320	45,000	700,000	1,615,487
Grants/ other reimbursements As at 01 January 2027 Additions Transfers As at 31 December 2027	112,377	-	-	-	-	-	-	30,000	-	142,377
										-
	112,377	-	-	-	-	-	-	30,000	-	142,377
Accumulated Depreciation As at 01 January 2027 Charge for the year Released on disposal As at 31 December 2027	104,910	101,375	46,852	16,310	-	87,542	29,875	9,000	18,000	413,864
	14,970	8,625	3,000	2,545	-	-	-	3,000	6,000	38,140
	119,880	110,000	49,852	18,855	-	87,542	29,875	12,000	24,000	452,004
Budgeted NBV 31-Dec 2026 Budgeted NBV 31-Dec 2027	212,713	3,625	53,148	8,690	43,167	12,458	7,445	6,000	682,000	1,029,246
	207,743	-	60,148	11,145	43,167	12,458	7,445	3,000	676,000	1,021,106

16 Depreciation of Property, Plant and Equipment

Asset % of depreciation	Office Furniture	Office Equipment	Computer Equipment	Software	ANYC	Leased Premises	Leased Motor Vehicle	Plant & Machinery	Parking Area	Total
	€	€	€	€	€	€	€	€	€	€
Cost As at 01 January 2028 Additions Disposals As at 31 December 2028	440,000	110,000	110,000	30,000	43,167	100,000	37,320	45,000	700,000	1,615,487
	10,000	5,000	10,000	5,000						30,000
	450,000	115,000	120,000	35,000	43,167	100,000	37,320	45,000	700,000	1,645,487
Grants/ other reimbursements As at 01 January 2028 Additions Transfers As at 31 December 2028	112,377	-	-	-	-	-	-	30,000	-	142,377
										-
	112,377	-	-	-	-	-	-	30,000	-	142,377
Accumulated Depreciation As at 01 January 2028 Charge for the year Released on disposal As at 31 December 2028	119,880	110,000	49,852	18,855	-	87,542	29,875	12,000	24,000	452,004
	14,970	-	3,000	2,545	-	-	-	3,000	6,000	29,515
	134,850	110,000	52,852	21,400	-	87,542	29,875	15,000	30,000	481,519
Budgeted NBV 31 Dec 2027 Budgeted NBV 31 Dec 2028	207,743	-	60,148	11,145	43,167	12,458	7,445	3,000	676,000	1,021,106
	202,773	5,000	67,148	13,600	43,167	12,458	7,445	-	670,000	1,021,591